

Martha Temple
New England Market Head



151 Farmington Ave, RWAB
Hartford CT, 06156
(860)-273-3565
Fax: (860) 273-4436

September 18, 2012

The Honorable Dannel P. Malloy
State of Connecticut
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

I am writing to express Aetna's support of the State of Connecticut's application to the Centers for Medicare and Medicaid Services for a State Health Care Innovation Model Design grant.

Aetna supports reforms and innovations aimed at improving the health care system throughout the country and here in Connecticut, home to our headquarters and 7,000 employees. With respect to the State's application:

- Aetna will work with your Administration led by the Office of Health Reform and Innovation and other stakeholders in the state towards a goal of achieving better alignment on payment and contracting strategies that reward value over volume and greater consistency on quality and other performance measures.
- Aetna has designated a senior level person with responsibility to represent us in these discussions and to provide technical insights and support.

Aetna is one of the nation's leading diversified health care benefits companies, serving approximately 36.7 million people including nearly 400,000 residents of Connecticut with information and resources to help them make better informed decisions about their health care. Our provider network in Connecticut includes about 2,800 primary care physicians, 7,000 specialists and all 30 acute care hospitals.

We look forward to working with you and the various stakeholders towards a goal of making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in blue ink that reads "Martha R. Temple". The signature is fluid and cursive, with the first name "Martha" and last name "Temple" clearly legible.

Martha Temple

Cc: The Honorable Nancy Wyman
Jeannette B. DeJesus, Office of Health Reform & Innovation

David R. Fusco
President
www.anthem.com

Anthem Blue Cross and Blue Shield
108 Leigus Road
Wallingford, CT 06492
Tel 203-677-8170
david.fusco@anthem.com

September 14, 2012



The Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

I am writing on behalf of Anthem Blue Cross and Blue Shield to express our commitment to the State of Connecticut's plan for health care innovation. Anthem strongly supports the State's application for a State Health Care Innovation Model Design grant.

As a health plan representing 1.3 million members across Connecticut, Anthem is committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- We are committed to working with the State and the private payers to achieve greater alignment on payment and contracting strategies that reward value over volume and greater consistency on quality and other performance measures and reporting.
- I have designated a senior level person with responsibility for alternative delivery arrangements to represent our company in these discussions and to provide necessary staff and technical support.

Anthem is focused on accelerating the necessary improvements to the current health care model to achieve an optimal, sustainable state that strives to improve consumer experience, access and affordability. All three goals are at the core of Anthem's Patient Centered Care approach which is our flexible solution that enables transformation toward a patient centered, value based care delivery model.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

Anthem welcomes the opportunity to further collaborate with the State of Connecticut and others on this initiative to test innovative payment and service delivery models to lower costs while maintaining or improving quality of care. Anthem supports these models that have the potential to achieve sustainable delivery system transformation that significantly improves health system performance.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Fusco".

David R. Fusco
President

Cc: Lieutenant Governor Nancy Wyman; Special Advisor Jeannette DeJesus



Christian Community Action

168 Davenport Avenue, New Haven, Connecticut 06519
(203) 777-7848, Fax (203) 777-7923

September 14, 2012

The Honorable Daniel P. Malloy
Governor, State of CT
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

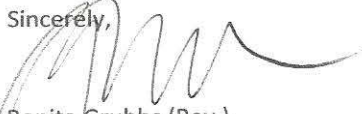
I am pleased to offer my enthusiastic support for the application being submitted by the State of CT in connection with the Center for Medicare and Medicaid Services' State Innovation Models (SIM) initiative. I do this for four reasons---

- First, because, while I understand the need for people to do their part to promote their own health, new and improved systems of care should be constructed to assist people towards achieving this outcome. I also believe fundamentally and deeply that all people should live at the highest possible level.
- Second, as the director of a faith based organization, I see people every day who do not have their basic needs met and have issues with getting access to quality health care. I know that CT can do better to help them. I also struggle to provide decent medical and dental coverage for this organization's employees. I am hopeful that the initiative can help nonprofit organizations, in particular, keep these expenses down so that support and services can be offered in other areas.
- Third, as a minister and a member of the Interfaith Fellowship for Universal Health Care I believe in the power of healing. I also believe that we have a moral obligation to do all that we can for people so that they can draw on that power to improve their physical, psychological and spiritual quality of life.
- Fourth, and finally, as a member of the Sustinet Health Care Cabinet, I have been actively involved in many discussions about the cost of and access to care. I know that making any change in the current system is complicated, complex and must be accomplished with careful planning. The SIM can be a mechanism for this to be achieved.

I understand that this initiative, if funded, will afford the State of CT the opportunity to go to the next level by creating new and/or expanding programs that will complement current and ongoing health care reform efforts in the private and public sectors. I also understand that person centered, delivery model and cost savings approaches will be explored. A key component of the grant is to include a wide range of people in the planning. In that regard, I would strongly advocate for the active engagement of consumers. After all, they are the end users and the ones who will benefit most from whatever is proposed.

On their behalf of those who do not have access to good and quality care, particularly those who have experienced disparities because of their race and/or ethnic background, I stand ready to participate in any that I can. I look forward to hearing, hopefully, good news about the grant's approval.

Sincerely,


Bonita Grubbs (Rev.)
Executive Director

c. Lt Governor Nancy Wyman
Jeannette De Jesús



Help...Housing...HOPE...

Katharine L. Wade
Vice President
Public Policy and Government Affairs



September 19, 2012

The Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Routing B6LPA
900 Cottage Grove Road
Hartford, CT 06152
Tel 860.226.8861
Fax 860.226.4318
katharine.wade@cigna.com

Dear Governor Malloy:

I am writing to express Cigna's commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

Cigna is a proponent of delivery system innovation that achieves the "triple aim" of improved health outcomes (quality), lower total health care costs and an enhanced patient experience. We are committed to working with the State and the other health care system stakeholders to transform Connecticut's health care delivery system to one that is outcomes-oriented by rewarding quality improvement and providing greater consistency in performance measurement and reporting.

We support the grant application because it will provide the opportunity for Connecticut to develop a much needed high-value, integrated plan for delivery system reform. This effort requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is well positioned to build upon the strong collaboration between the State and the health care system stakeholders that exists today. With federal support, we will be able to implement and achieve the transformation of the health care delivery system to the benefit of all Connecticut residents.

We look forward to working with you to improve health care in Connecticut, and hope that the State is awarded a State Care Innovation Model Design grant.

Sincerely,

Katharine L. Wade

"Cigna" is a registered service mark and the "Tree of Life" logo is a service mark of Cigna Intellectual Property, Inc., licensed for use by Cigna Corporation and its operating subsidiaries. Cigna Corporation is a holding company and is not an insurance or an operating company. All products and services are provided by or through subsidiaries and not by Cigna Corporation. "Cigna" may refer to Cigna Corporation itself or one or more of its subsidiaries, but when used in connection with the provision of a product or service, always refers to a subsidiary.



Community Health Center Association of Connecticut

375 Willard Avenue • Newington, CT 06111
860.667.7820 • Fax 860.667.7835 • www.chcact.org

September 13, 2012

Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

The Community Health Center Association of Connecticut (CHCACT) on behalf of the thirteen Federally Qualified Health Centers (FQHCs) who are affiliated with CHCACT, supports the State of Connecticut's application for a State Health Care Innovation Model Design grant. CHCACT appreciates and is committed to Connecticut's plan for health care innovation expressed in the application.

As an organization of providers, CHCACT seeks not only to improve the health of state residents, but also to improve the health care system in Connecticut. While FQHCs and other providers can and do innovate, the State has a unique role in providing support and coordination of efforts, developing structures for sharing data and bringing together stakeholders to consider reforms. State policy influences payment and service delivery at every level of the health care system, as well as the adequacy and training of the health care workforce.

This grant will allow Connecticut to develop a high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, consumers, providers, payers, employers and community members – throughout the process of development and implementation. Connecticut has already established strong partnerships among these groups; indeed, many of the ideas incorporated in this application were brought forward by persons outside of state government. With federal support and local collaboration, Connecticut can achieve the vision of improved well-being of all Connecticut residents.

Connecticut's FQHCs look forward to continuing to work with you towards improved health status in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

Evelyn A. Barnum, J.D.
Chief Executive Officer

Cc: Lt. Governor Nancy Wyman

Jeannette B. DeJesús, Special Advisor to the Governor on Health Reform
Director, Office of Health Reform & Innovation

VIA E-MAIL AND OVERNIGHT MAIL

September 13, 2012

The Honorable Dannel P. Malloy
Governor
State of Connecticut
Office of the Governor
210 Capitol Avenue
Hartford, Connecticut 06106

RE: Application for State Health Care Innovation Model Design Grant

Dear Governor Malloy:

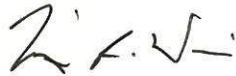
On behalf of ConnectiCare, Inc. and its affiliated companies ("ConnectiCare"), I am writing to support the State of Connecticut's application for a State Health Care Innovation Model Design Grant.

ConnectiCare is Connecticut's local health plan. Our 30-year mission has been, and continues to be, improving the health of our members. ConnectiCare, therefore, supports reforms and innovations that will demonstrably improve the health of the State's residents as well as the State's overall health care system. ConnectiCare itself has been actively engaged in such reforms and innovations. For example, two years ago, ConnectiCare instituted seven pilot programs in Connecticut for our Medicare Advantage members. These programs are focused on the coordination and quality of services delivered by primary care physicians to our Medicare Advantage population. ConnectiCare provides non-traditional (i.e., not fee-for-service) payments to participating physicians that are based upon performance in a variety of areas, such as coordination of care, data management and quality improvement.

I understand that the State Health Care Innovation Model Design Grant for which the State is applying will provide money for the State to develop a plan for the transition to, and implementation of, an integrated health care delivery system in Connecticut. ConnectiCare supports such a goal. ConnectiCare, therefore, is willing to work with State officials and other private payers to develop better payment and contracting strategies and methodologies that: (1) are consistent with ConnectiCare's business objectives; (2) reward quality, effectiveness and efficiency; (3) produce measurable results; and (4) result in clear and helpful reporting. I have designated a senior level person to represent ConnectiCare in State-sponsored discussions focused on the development of these strategies and methodologies.

If, as we hope, Connecticut's application is accepted, we at ConnectiCare look forward to working with you to effect positive changes in the delivery, quality and cost of health care in Connecticut.

Sincerely,

A handwritten signature in black ink, appearing to read "M. R. Wise".

Michael R. Wise
President
ConnectiCare, Inc. and Its Affiliated Companies

cc: The Honorable Nancy Wyman, State of Connecticut, Lieutenant Governor
Jeannette B. DeJesus, State of Connecticut, Special Advisor to the
Governor on Health Reform



September 14, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

We write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As Connecticut's association of Community Action Agencies (CAAs), Connecticut's state- and federally-designated antipoverty agencies providing safety net and economic empowerment services in every one of our state's 169 municipalities, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents. We are especially committed to ensuring that such reforms and innovations are inclusive of, and sensitive to, the needs of our state's lower-income citizens. We represent many consumers who will be eligible for coverage under the ACA, so we are working to make sure that they have access to affordable, culturally competent care.

Specifically, we seek to ensure through our network's signature holistic, integrated, client-focused human service delivery that this opportunity for innovation and reform reflects and addresses the needs of those Connecticut residents whose voices too often go unheard. We pledge our participation as well-established agents of economic empowerment with myriad local partnerships across Connecticut. We note, too, our confidence that culturally-competent information dissemination will be a significant activity as these efforts move forward; consumers must have better opportunities to understand how health reform affects them, and increased awareness of the options available to them as a result of new programs and policies.

This grant will provide the opportunity for the State to develop a much-needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation—government, providers, payers, employers, patients, and community members—in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

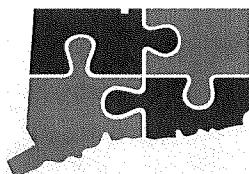
We look forward to working with you to make positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

James H. Gatling, Ph.D.
Chairman

Edith Pollock Karsky
Executive Director

Cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesús, Special Advisor to the Governor on Health Reform; and Director,
Office of Health Reform & Innovation



**CONNECTICUT
ASSOCIATION
of NONPROFITS**

*...to serve, strengthen
and support Connecticut's
nonprofit community.*

September 17, 2012

Honorable Dannel P. Malloy
Office of the Governor
State of Connecticut
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

I am writing to express the commitment of the Connecticut Association of Nonprofits to the State of Connecticut's plan for health care innovation. We wish to lend our strong support to the State's application for a State Health Care Innovation Model Design grant.

As a representative of provider organizations, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- Many providers in Connecticut have begun to innovate, but need support and coordination from the State
- Primary care must be a focus of delivery system reforms
- Connecticut must develop structures for sharing data through electronic medical records
- Connecticut has the capacity to bring together providers, payers, consumers, and others to consider the cost of care and payment reform
- Connecticut's health care workforce, especially primary care, must be enlarged through State policies

The Connecticut Association of Nonprofits is a statewide association of more than 525 members with more than 200 organizations involved in health care and behavioral health care. Our Association has been advocating for years to make health care more accessible, affordable, and efficient.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

Ron Cretaro
Executive Director

CONNECTICUT BUSINESS GROUP ON HEALTH

Promoting a better healthcare delivery system

September 17, 2012

CMS Innovation Center
Centers for Medicare and Medicaid Services
7500 Security Blvd.
Baltimore, MD 21244

To Whom it May Concern:

I am writing today on behalf of the Connecticut Business Group on Health (CTBGH), in support of Connecticut's application to be selected for a State Innovation Models (SIM) grant.. We are a group of 70+ employers of all sizes who are actively working to improve health and health care delivery in Connecticut. Additional information about us can be found at www.ctbgh.com

During the last two years, CTBGH has been involved in efforts to improve primary care in Connecticut through the development of Patient Centered Medical Homes (PCMH). CTBGH, Connecticut's Healthcare Policy & Benefits Services Division of the Office of the State Comptroller, and Connecticut's Department of Social Services have been encouraging payers and primary care physicians to adopt these new models. This focus has had very positive results, with insurers committing to PCMH initiatives in Connecticut and primary care physicians transforming their practices. Today, the organization that certifies PCMH's, the National Committee for Quality Assurance, reports that there are 730 PCMH's in Connecticut, a dramatic increase from two years ago.

As an organization actively in efforts to improve the value of health care delivered in Connecticut, we have learned about the importance of improving communication and collaboration among stakeholders. The nature of how health care is paid for today requires a multi-stakeholder, collaborative approach because any single insurer/payer typically represents only a fraction of a physician or hospital's patient base. It does not make economic sense for a physician or hospital to transform their practice if only one or two payers/insurers are willing to pay them to take innovative approaches.

Since its creation two years ago, Connecticut's Office of Health Reform and Innovation (COHRI) has understood the importance of communication and collaboration. We have had many positive interactions with COHRI and welcome their involvement and leadership in improving our health care system.

The PCMH initiative is an example of how stakeholders working together can change the system. Winning the SIM award will allow Connecticut to approach future system change in a thoughtful and deliberate way, informed and led by health system stakeholders.

Sincerely,



Lori Pasqualini
President

September 14, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

On behalf of Connecticut Center for Primary Care, Inc.(CCPC) I write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

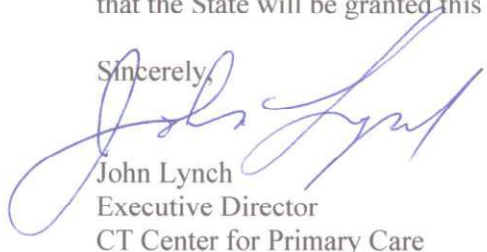
CCPC was incorporated in 2002 as a 501(c)(3) not-for-profit organization operated exclusively for charitable purposes. CCPC's mission is to become a premier center for primary care research, for the translation of research into primary care practice, quality improvement, and patient safety, and for the transformation of the Connecticut primary care system. As a practice based research network (PBRN), CCPC works with primary care practices throughout Connecticut on research projects addressing care coordination models, quality improvement initiatives, patient safety issues, disease-specific research such as diabetes prevention or coronary heart disease screening, and provider and patient education programs. We are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents. We agree to help the state plan new models of care to help resolve the following issues:

- Many providers in Connecticut have begun to innovate, but need support and coordination from the State
- Primary care must be a focus of delivery system reforms
- State must develop structures for sharing data: electronic medical records, APCD
- State can bring together providers, payers, consumers, and others to consider the cost of care and payment reform
- Health care workforce, especially primary care, must be enlarged through State policies

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,



John Lynch
Executive Director
CT Center for Primary Care



September 20, 2012

The Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

On behalf of Connecticut Children's Medical Center, I am writing to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As the State's only academic medical center dedicated exclusively to children, Connecticut Children's is committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents. Connecticut Children's new Office of Community Child Health is enhancing our ability to keep children well and enable families to take care of their children using the resources available in their communities. Several of our departments operate specific programs that address critical health needs of children in the community. It is all part of the Medical Center's vision to make Connecticut's children the healthiest in the nation.

Support and coordination from the State of Connecticut is essential given recent nationwide trends in healthcare delivery emphasizing the value, not just the volume of care. Increasingly, the health care system must prioritize collaboration, leveraging resources in order to encourage creativity and provide the support and tools needed for success. The State's focus on delivery system reforms, with a particular focus on primary care and prevention, its emphasis on data sharing and electronic health record technology and its ability to convene providers, payers and consumers will all provide a solid foundation for innovation and improved outcomes.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, reading "Martin J. Gavin". The signature is written in a cursive, flowing style with a large initial "M".

Martin J. Gavin
President and CEO

The Connecticut Coalition of Taft-Hartley Health Funds, Inc.

Making Quality Health Care Affordable

September 14, 2012

Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

RE: Connecticut's Center for Medicare & Medicaid Innovation (CMMI) Funding Opportunity

Dear Governor Malloy,

I am the Executive Director of The Connecticut Coalition of Taft-Hartley Health Funds, Inc. ("Coalition"), and am pleased to express my strong support for the State's application for a State Health Care Innovation Model Design Grant and the development and implementation of health care payment and delivery reform.

The Coalition is a non-stock membership corporation under Connecticut law, and it is operated on a "not-for-profit" basis. The Coalition was incorporated in 1992, and the Internal Revenue Service has confirmed that the Coalition is a tax-exempt organization under Section 501(c)(6) of the Internal Revenue Code of 1986 (the "Code"). In general, the Coalition's members are tax-exempt, multiemployer health and welfare funds which are governed by various federal laws, including the Code, the Employee Retirement Income Security Act of 1974, as amended ("ERISA") and the Taft-Hartley Act of 1947, as amended (Taft-Hartley). Each of these Coalition member funds has an affiliation with a specific labor union, and each is normally tax-exempt under Code §501(c)(9) as a "voluntary employees' beneficiary association" or VEBA.

The Coalition currently has thirteen member health funds, all but one of which are located in Connecticut and provide health coverage to Connecticut union members and their families. We estimate that the Coalition member funds, and other similar funds in Connecticut, provide health benefits to approximately 200,000 total covered lives in the state, consisting of eligible active employees, retired individuals and their eligible dependents. Coalition member funds provide comprehensive health (medical, behavioral, prescription, dental and vision) and welfare benefits (e.g., life insurance, weekly disability and scholarship benefits) to their covered individuals, and they spend in excess of \$100 million annually on medical payments to providers. As not for profit health care payers trying to provide the highest quality health care coverage to our members, we are frustrated by the current fee for service payment system which escalates costs and does little to create incentives for quality care.

Member Health Funds

Bricklayers Local 1 CT

Connecticut Carpenters

Connecticut Pipe Trades

Electrical Workers Local 90

Heat & Frost Insulators & Allied

Workers Local 33 CT

Iron Workers Local 15 & 424

NE Health Care Employees

District 1199, SEIU

Operating Engineers

Local 478

Painters & Allied Trades

District Council 11

Plumbers & Steamfitters

Local 131

Roofers Local 9

Roofers Local 12



Robert F. Tessier, Executive Director
(860) 249-6100 • (fax) 249-6500
www.ctcoalition.org
coalition@ctcoalition.org

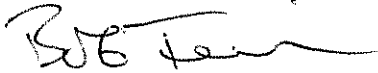
Mailing Address
P.O. Box 231443 • Hartford, CT 06123

Street Address
942 Main Street • Hartford, CT 06103

Health care costs are unsustainable and it is imperative that we reform the system.

We believe it is critically important to reform the health care payment and delivery systems in Connecticut in order to provide better quality, integrated health care and to control costs and ensure the affordability of health care for working people and employers throughout the state. Through the activities outlined in the grant application and with federal support we believe that the State will be able coordinate and encourage the development of a high-quality, affordable health care delivery system for our members and all Connecticut consumers. Again, we commend and strongly support this effort.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Tessier", with a stylized flourish at the end.

Bob Tessier
Executive Director
CCTHHF

cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesús



Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

The Connecticut Health Foundation supports the State's application for a State Health Care Innovation Model Design grant, and stands ready to participate in a process that engages stakeholders to aid in the design of high value integrated plan for delivery system reform and transition.

The Connecticut Health Foundation's mission is to improve the health status of Connecticut residents with a primary focus on promoting health equity in access and health care delivery system. The Affordable Care Act offers a tremendous promise to transform the delivery system. The foundation is committed to supporting the state's effort to make the promise of the ACA a reality in Connecticut. We see this as a transformative period in which access can be expanded, and primary care models can be developed that integrate mental and oral health with physical health and consciously link to the full continuum of care and the community.

The Commonwealth Fund's research demonstrated that when access and the patient centered medical home are consciously linked significant reduction in racial and ethnic health disparities can be achieved. This application offers an opportunity for Connecticut to make strides in achieving health equity. The foundation stands ready to support this work as an active participant including partnering with our grantees to maximize the success of this effort.

The foundation looks forward to engaging in this important work with you.

Sincerely,

A handwritten signature in black ink that reads "Patricia Baker".

Patricia Baker
President & CEO

cc:
Lt. Governor Nancy Wyman
Jeannette B. DeJesús,
Special Advisor to the Governor



Connecticut
Health Insurance
Exchange

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

September 21, 2012

Dear Governor Malloy,

We are writing to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As a quasi-public organization, the Connecticut Health Insurance Exchange is committed to reforms and innovations that will improve the health care system in the state, as well as the health of the state's residents.

- Connecticut established the Exchange as a quasi-public organization to help carry out the requirements, and meet the goals, of the ACA and other health reforms.
- This initiative will help the Exchange better coordinate with other entities engaged in health reform to create efficiencies and use federal funding more effectively.
- Given the State's fiscal constraints, this federal funding is critical for planning and implementing additional reforms and innovations.
- This project will bring entities outside government – especially payers and providers – to the table to collaborate on reform.

The Connecticut Health Insurance Exchange was established by state statute in 2011. We have been actively engaged in the community to understand how an exchange can best serve the diverse stakeholders in the state who are passionate about health care; our citizens first and foremost, our health care providers, and those in the business of health care administration. We are on track to provide an electronic marketplace through which every citizen can explore, compare and enroll in a variety of healthcare options.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration between state agencies and communities. With federal support and local collaboration, we will be able to move from simply having a vision, to fully achieving improved well-being for all Connecticut residents.

We look forward to working with you to make positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

Kevin J. Counihan
Chief Executive Officer

cc: Nancy Wyman, *Lieutenant Governor*; Jeannette B. DeJesus, *Special Advisor to the Governor on Health Reform, Director, Office of Health Reform & Innovation*



September 14, 2012

The Honorable Dannel P. Malloy
Office of the Governor
State of Connecticut
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

We write to express our support for the State of Connecticut's application for a State Health Care Innovation Model Design grant.

The Connecticut Hospital Association is dedicated to advocating for practical options for implementing federal healthcare reform and innovation at the state level, including leveraging unprecedented opportunities to expand access and improve quality of care for all patients, make healthcare more affordable for families and business by reducing the cost shift to business, provide cost savings for the state, and improve funding for hospitals and other primary care providers.

- Many providers in Connecticut have begun to innovate, but need support and coordination from the state.
- Primary care must be a focus of delivery system reforms.
- The state must develop structures for sharing data (e.g., electronic medical records, APCD).
- The state can bring together providers, payers, consumers, and others to consider the cost of care and payment reform as well as adequate funding for Medicare and Medicaid with a goal to reduce cost shift.
- The healthcare workforce, especially primary care, must be enlarged through state policies.

This grant will provide the opportunity for the state to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance already existing collaborations in the state. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to make positive changes in healthcare in Connecticut, and hope that Connecticut will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jennifer Jackson', with a long, sweeping horizontal line extending to the right.

Jennifer Jackson
President and CEO

JDJ:ljs

cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesús, Special Advisor to the Governor on Health Reform
Director, Office of Health Reform & Innovation

State of Connecticut

THOMAS B. LEONARDI
INSURANCE COMMISSIONER

P. O. BOX 816
HARTFORD, CT 06142-0816



Hartford

September 18, 2012

Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Room 733H-02
Washington, DC 20201

Dear Ms. Feagins,

I am writing to express my firm commitment to the State of Connecticut's plan for health care innovation. The Insurance Department strongly supports the State's application for a State Health Care Innovation Model Design grant under the Affordable Care Act (ACA). We will do everything we can to assist in this effort.

As a state agency, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- Connecticut has made, and is in the process of making, many reforms, both as part of the ACA as well as state policies and programs.
- Given the State's fiscal constraints, this federal funding would be crucial to planning additional reforms and innovations.
- This project has the potential to bring entities outside government – especially payers and providers – to the table to collaborate on reform.

The Insurance Department has been actively engaged in implementation of the ACA since passage. We take our role of approving policy forms and rates for individual and group health insurance very seriously and support the enhancements provided through ACA. We also have been striving since inception of ACA to provide as much information to consumers as possible from our website and through assistance of our Consumer Affairs staff, so Connecticut consumers can readily understand their new rights and benefits under ACA. In addition, the Insurance Department has dedicated considerable time and effort of staff assisting in the planning and establishment of the Connecticut Health Insurance Exchange. However, despite all the activity on the insurance side of ACA, we firmly believe that considerably more work and innovation is needed on the health care provider and health care delivery side, in order to provide maximum health advantages for all consumers of health care in Connecticut.

Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Page 2

I look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas B. Leonardi". The signature is fluid and cursive, with the first name "Thomas" and last name "Leonardi" clearly distinguishable.

Thomas B. Leonardi
Commissioner

Cc: The Honorable Nancy Wyman, Lieutenant Governor
Jeannette DeJesus, Special Adviser to the Governor on Health Reform



September 17, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

On behalf of the more than 6,500 physicians and physicians in training of the Connecticut State Medical Society (CSMS), I write to express our support and commitment to the State of Connecticut's plan for health care innovation. Many of our members have been at the forefront of innovative reforms to the health care system in Connecticut. We strongly support the State's submission of an application for a State Health Care Innovation Model Design grant and are excited by a potential partnership to accomplish our mutual goals.

As the largest physician organization in the state and the most diverse in terms of representing the spectrum of physician specialties, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of our residents.

- Many providers in Connecticut have begun to innovate, but need support and coordination from the State.
- Primary care must be a focus of delivery-system reforms.
- Connecticut's health-care workforce, especially primary care, must be enlarged through State policies.
- The State must develop structures for sharing data: electronic medical records, All-Payer Claims Database.
- The State is positioned to bring together providers, payers, consumers, and others to consider the cost of care and payment reform.

For over 200 years, CSMS and its physician members have been a cornerstone of the health-care system in Connecticut. Our belief is that serving patients extends far beyond the encounters that take place in offices or operating rooms. It includes providing the best and most efficient health-care delivery system that serves the entire population of the state.

This grant will provide the opportunity for Connecticut to develop a much needed high-value, integrated plan for delivery-system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue to enhance the existing collaboration among state agencies and communities. With federal support and local collaboration, we

Hon. Dannel P. Malloy
September 24, 2012
Page 2

will be able to move from having a vision to implementing a plan that achieves improved well-being of all Connecticut residents.

We look forward to working with you to make positive changes in health care in Connecticut, and hope that the State will be granted funding to support this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Katz", with a stylized flourish at the end.

Matthew Katz
Executive Vice President

September 20, 2012

The Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

I write to express Connecticut Voices for Children's commitment to the State of Connecticut's plan for health care innovation, and to provide this letter of support for the State's application for a State Health Care Innovation Model Design grant.

As a data-based children's policy "think-tank", we provide high-quality research, policy advocacy and communications that promote strategic public investments in the health and well-being of all our state's children. We utilize health policy analysis and advocacy to address general health, oral health, and mental health services for children, and the reduction of racial and ethnic health disparities. For many years we have conducted independent performance monitoring of the publicly-financed HUSKY health insurance program. We also coordinate the Covering Connecticut's Kids and Families Coalition (CCKF), which includes Department of Social Services Medicaid and HUSKY staff, Department of Children and Families staff, community-based health and social services providers, and other stakeholders. These large meetings facilitate the exchange of information concerning national and state efforts to reform the healthcare system to cover more families and improve health outcomes.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of its state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to make positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,



Jamey Bell
Executive Director



Joette Katz
Commissioner

DEPARTMENT of CHILDREN and FAMILIES

Making a Difference for Children, Families and Communities



Dannel P. Malloy
Governor

OFFICE OF THE COMMISSIONER

September 19, 2012

Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management Centers for Medicare and Medicaid Services U.S.
Department of Health and Human Services
Room 733H-02 Washington, DC 20201

Dear Ms Feagins,

Leadership of the Connecticut Department of Children and Families strongly supports the State of Connecticut's plan for health care innovation as well as the State's application for a State Health Care Innovation Model Design grant. We recognize the progress Connecticut has already made but we also recognize the State's ongoing fiscal constraints. Clearly, receipt of this federal funding will provide a critical boost to the State's continued health care reform and innovation process.

The Connecticut Department of Children and Families is deeply committed to improving health care outcomes for the children, youth and families we serve. On any given day, our direct caseload involves some 30,000 children and youth. They represent a broad range of needs, including their own mental health challenges, abuse or neglect, or juvenile justice involvement. Many of their families have experienced trauma in the form of mental health problems, substance abuse, domestic and community violence as well. We also support several thousand foster families who provide for the safety and development of this State's most vulnerable youngsters, and they also experience health challenges, including access at the community level.

Early in 2011, senior leadership revised the Department's mission. Stated most briefly, we seek to provide for and support the conditions in which all children in our care and custody, their families and our workforce are "healthy, safe, smart and strong." This year, we will issue a comprehensive Health Framework to guide agency policy and practice related to the children and families we serve, and we are engaged with the Connecticut Commission on Health Equity to examine and address critical issues of health disparities among our population.

Our work over the past 20 months has taught us that the continued investment in health care reform, broadly construed, is pivotal to improving the lives of all Connecticut citizens but, in particular, of our most vulnerable individuals -- both children and adults. The Department of

STATE OF CONNECTICUT

Phone (860) 550-6300 - Fax (860) 560-7086

505 Hudson Street, Hartford, Connecticut 06106-7107

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www.ct.gov/dcf

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Children and Families sits as a member of the Health Care Reform Cabinet, and we have used this opportunity to raise issues of care access and coordination, prevention and early health care investments, and the impact of adverse childhood experiences on children's growth, development and functioning. This last issue is of paramount importance, as years of scientific research have shown that unless we address the health and mental impact of early trauma in the lives of children, they will predictably experience adverse (and expensive) health outcomes later in life.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This will require broad-based involvement across both the public and private sectors. In this regard, the Connecticut Department of Children and Families is poised to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

All of us in the Connecticut Department of Children and Families are deeply committed to this work, and we commit full participation should the State be granted this important opportunity for innovation and reform.

Sincerely,



Joette Katz
Commissioner

JK/jg/cc



State of Connecticut
Department of Developmental Services



Dannel P. Malloy
Governor

Terrence W. Macy, Ph.D.
Commissioner

Joseph W. Drexler, Esq.
Deputy Commissioner

September 18, 2012

Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services, Room 733H-02
Washington, DC 20201

Dear Ms. Feagins,

Please accept this letter of support from the Department of Developmental Services for Connecticut's application for a State Innovation Model grant from the Centers for Medicare and Medicaid Services.

As a state agency we are committed to improving the health and care outcomes of Connecticut citizens with intellectual disabilities. Individuals with intellectual disabilities receive care from multiple health providers and specialists. These individuals, their facilities, or support providers frequently have difficulty in communicating with healthcare providers and accessing information necessary to manage health conditions. They would benefit from a delivery system plan that would ensure access to a primary care provider and coordination of primary, preventive and specialty care.

DDS supports this application and has appreciated the opportunity to participate in the planning effort. We look forward to partnering with other state agencies and public and private stakeholders in designing a comprehensive State Health Care Innovation Plan resulting in cost effective, quality care.

Respectfully,

Terrence W. Macy, Ph.D.
Commissioner



STATE OF CONNECTICUT
DEPARTMENT OF MENTAL HEALTH AND ADDICTION SERVICES
A Healthcare Service Agency

DANNEL P. MALLOY
GOVERNOR

PATRICIA A. REHMER, MSN
COMMISSIONER

September 18, 2012

Ms. Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Room 733H-02
Washington, DC 20201

Dear Ms. Feagins:

The Connecticut Department of Mental Health and Addiction Services (DMHAS) is pleased to support the State of Connecticut's application for a State Health Care Innovation Model Design grant from the Center for Medicare and Medicaid Services.

As a state agency, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

Connecticut has made, and is in the process of making, many reforms, both as part of the ACA as well as state policies and programs. Given the State's fiscal constraints, this federal funding would be crucial to planning additional reforms and innovations. This project has the potential to bring entities outside government – especially payers and providers – to the table to collaborate on reform.

DMHAS is the state healthcare service agency responsible for the prevention and treatment of mental health and substance use disorders in Connecticut. The DMHAS mission is "to improve the quality of life of the people of Connecticut by providing an integrated network of comprehensive, effective and efficient behavioral health services that foster self-sufficiency, dignity and respect." To that end, DMHAS is focused on promoting and achieving a quality-focused, culturally responsive, and recovery-oriented system of care.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

(AC 860) 418-7000
410 Capitol Avenue, P.O. Box 341431, Hartford, Connecticut 06134
www.dmhas.state.ct.us
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Ms. Michelle Feagins
September 18, 2012
Page 2

DMHAS has a long history of collaboration with other state and community agencies and we look forward to our working partnership with these agencies on this grant. We also look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, appearing to read "Patricia A. Rehmer". The signature is fluid and cursive, with a prominent initial "P" and a checkmark-like flourish at the end.

Patricia A. Rehmer, MSN
Commissioner

Cc: Governor Dannel P. Malloy
Lt. Governor Nancy Wyman
Jeannette B. DeJesus, Special Advisor to the Governor on Health Reform



RODERICK L. BREMBY
Commissioner

STATE OF CONNECTICUT
DEPARTMENT OF SOCIAL SERVICES
OFFICE OF THE COMMISSIONER

TELEPHONE
(860) 424-5053

TDD/TTY
1-800-842-4524

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(860) 424-5057

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commis.dss@ct.gov

September 19, 2012

Michelle Feagins, Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Room 733H-02
Washington, DC 20201

Dear Ms. Feagins:

Please accept this letter in support of the State of Connecticut's application for Model Design funding under the Centers for Medicare and Medicaid Innovation State Innovative Model Initiative.

Model Design funding will enable Connecticut to engage state partners, community stakeholders and private payers in planning efforts that will equip the state to move toward its vision of a health care system that promotes wellness, reduces disparities, assures access, rewards value, grounds itself in data and yields population-based improvements in health status.

The Department of Social Services has been an active participant in development of the Model Design application and will partner in furtherance of developing a strategic plan that will, in part, incorporate and build upon the Medicaid reforms that the Department has recently implemented. These include:

- use of Administrative Services Organizations for medical, behavioral health, dental and transportation services;
- use of predictive modeling tools and data analytics to identify individuals in need of care coordination and support in managing their chronic conditions;
- implementation of a Person-Centered Medical Home initiative under which the Department is providing financial support and technical assistance to primary care practices seeking to become accredited;
- design work in support of an application for funding under the Demonstration to Integrate Care for Dually Eligible Individuals; and
- strong partnerships with state agency partners and community stakeholders.

I appreciate your consideration of Connecticut's request and again express my strong support for this application.

Sincerely,

Roderick L. Bremby
Commissioner



18 North Main St.
West Hartford, CT 06107
Tel: 860.521.9011
Fax: 860.521.9018
Web: www.donaghue.org

September 14, 2012

Dannel P. Malloy
Governor of Connecticut
State Capitol
210 Capitol Avenue
Hartford, Connecticut 06106

Dear Governor Malloy:

On behalf of the Patrick and Catherine Weldon Donaghue Medical Research Foundation, I am writing to state our support for the State of Connecticut's proposal to the Center for Medicare and Medicaid Services' State Innovation Models (SIM) initiative.

As you are aware, the Donaghue Foundation is a Connecticut-based private foundation that funds medical research of practical benefit. Our purpose is to support the evaluation through rigorous research of interventions in the delivery system, clinical medicine and community and public health that will lead to improvement in health status and care delivery. Given our purpose, we see the need for multiple stakeholders to come together to support innovations that can lead to improvements in health, critically evaluate their effectiveness and then work together to scale up what works. The SIM initiative grant will enable the State of Connecticut to leverage, expand and build upon work being done in these areas by a diverse set of stakeholders and will be put to excellent use.

We look forward to the State's success in securing the SIM initiative grant.

A handwritten signature in blue ink that reads "Lynne Garner".

Sincerely,

Lynne Garner, PhD
President & Trustee

C: Lt. Governor Nancy Wyman
Jeannette B. DeJesus, Special Advisor to the Governor, Office of Health Reform & Innovation



September 20, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

Hartford HealthCare would like to express our strong commitment to the State of Connecticut's plan for transforming health care in our state and our support for the state's application for a State Health Care Innovation Model Design grant from the Centers for Medicare and Medicaid Services.

Hartford HealthCare is dedicated to the reforms and innovations that will improve the delivery of health care in our state and enhance the overall health and well-being of its citizens.

- Like other providers in the state, we have been working on innovative methods to improve health care quality and delivery while monitoring costs. Support and coordination from the state would greatly assist our efforts.
- We strongly believe that primary care must be a focus of delivery system reforms because it is the primary care provider who plays a major role in care coordination and the management and prevention of disease and illness.
- It is vital that the state develop structures for sharing data, including electronic medical record and APCD, and this grant would greatly assist in those efforts.
- Only the state can bring together providers, payers, consumers, and others to work to lower the cost of care and develop new methods of payment based on quality rather than volume.
- We need state policies to help increase the health care workforce, especially primary care.

Hartford HealthCare is an integrated health care system consisting of a large tertiary care and teaching hospital; three acute-care, community hospitals; a renowned psychiatric hospital; several behavioral health facilities; clinical laboratories throughout the state; several physician practices; senior health services; a visiting nurse association; a rehabilitation network; and five assisted-living and skilled-nursing facilities.

Over the past three years, we have been focusing on improving the patient experience by enhancing quality; continuing to pursue innovative technologies and treatments; expanding access to care in communities, especially to primary care; improving the continuity of care through building stronger connections among our member organizations and implementing

electronic medical record and other systems; and involving all staff members in improving processes to benefit the patient and our community members.

We are completely aligned with the State of Connecticut's vision that every resident have access to high-quality care, particularly primary care, which is vital for maintaining health and wellness and helping to ensure the continuity of care. Hartford HealthCare has developed several patient-centered medical homes, which are based on providing primary care and focusing on wellness.

Hartford HealthCare also is working on new value-based payment models and welcomes the opportunity to partner with the State of Connecticut in this endeavor.

The health care environment is changing rapidly. We believe the state plays a critical role in pulling together all stakeholders to assist in the transformation for the benefit of all residents. This grant will provide the opportunity for the state to develop a much-needed, high-value, integrated plan for delivery system reform and transition. Hartford HealthCare welcomes the opportunity to participate in its planning and implementation.

Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to continue to make positive changes in health care in Connecticut and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,



Thomas Marchozzi
Executive Vice President and Chief Financial Officer
Hartford HealthCare

Cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesus
Special Advisor to the Governor on Health Reform
Director, Office of Health Reform & Innovation

State of Connecticut



KEVIN LEMBO
COMPTROLLER

Sept. 20, 2012

Hartford

Ms. Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Room 733H-02
Washington, DC 20201

Dear Ms. Feagins:

I write to express my agency's commitment to the State of Connecticut's plan for health care innovation and its application for a State Health Care Innovation Model Design grant.

As a state agency, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- Connecticut has made, and is in the process of making, many reforms, both as part of the Affordable Care Act (ACA) and independently through state policies and programs.
- Given the State's fiscal constraints, this federal funding would be crucial to planning additional reforms and innovations.
- This project has the potential to bring entities outside government – especially payers and providers – to the table to collaborate on reform.

The Office of the State Comptroller is responsible for administering the State Employee & Retiree Health Plan. Through that plan we have been initiating payment reform through Patient Centered Medical Homes and other payment initiatives with hospitals and other providers. We have experience in working with our medical carriers to bring these reforms to all of their commercial clients, representing over 65% of the state's commercial insurance business.

In addition, our office administers the Health Enhancement Program as part of a new plan negotiated by the Governor and the state's unions last fall. We believe that this program has the potential to integrate with a statewide model of payment reform.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to make positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,


Kevin Lembo
State Comptroller



September 14, 2012

The Honorable Dannel P. Malloy
Governor of Connecticut
State Capitol
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

More than five years ago, the Interfaith Fellowship for Universal Health Care, a multiracial, multicultural group of religious leaders of diverse faith traditions from throughout Connecticut, began its mission to bring justice and equity to the health care system in Connecticut.

Fellowship members prayed and advocated for a system that would:

- offer access to every resident who needs and wants health care coverage;
- reduce racial and ethnical disparities;
- elevate human dignity and worth;
- share the gifts of medicine and science without regard to income;
- cease to exacerbate poverty and
- cease to create advantages for some and disadvantages for others.

With the passage of federal reform legislation that was upheld by the Supreme Court, the Fellowship was encouraged that a system can be developed that fulfills our moral imperative to care for one other, offers a vision of hope and healing and results in high quality, affordable health care. We fundamentally believe in the inclusion of a public option.

Having been informed about the State of Connecticut's intention to submit an application in connection with the Center for Medicare and Medicaid Services' State Innovation Models (SIM) initiative, we want to offer our support and desire to be involved in the planning process should it get funded.

SIM will afford Connecticut the opportunity to create new and/or expand programs that will complement current and ongoing health care reform efforts in the private and public sectors. The aim is to explore person-centered, delivery models and cost-saving approaches. A key component of the grant is to include a wide range of people in the planning. It is our hope that

consumers will be given a voice and included in this process. After all, they are the ones who should benefit most from whatever is proposed.

Therefore, we support Connecticut's application and will use our moral voices to bring about change that ensures that everyone receives health care regardless of their station in life, ability to pay for it, or citizenship.

In support,

Fellowship Co-Chairpersons:

Imam Kashif Abdul-Karim
Muhammad Islamic Center of Greater Hartford

Rev. Tracy Johnson Russell
St. Andrews Episcopal Church

Rev. Bonita Grubbs
Christian Community Action

Rev. Joshua Pawelek
Unitarian Universalist Society: East

Rev. Abraham Hernandez
Radio Amor

Rev. Damaris Whittaker
Center Church, The First Church of Christ in Hartford

For further information contact Rhona Cohen at rhona@ctneweconomy.org or 860-805-3926

Cc: Lt. Governor Nancy Wyman

Jeannette B. DeJesús
Special Advisor to the Governor on Health Reform



Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

We write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As a community organization, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- We represent many consumers who will be eligible for coverage under the ACA, but we are working to make sure that they have access to affordable care.
- We want to ensure that consumers have a voice in the health reform process, and we hope that this initiative will prioritize consumer input.
- Consumers need to have a better understanding of how health reform affects them, and their choices as a result of new programs and policies.

Latino Community Services, Inc. (formerly Latinos Contra SIDA), is a non-profit organization based in the City of Hartford with twenty-six years of experience providing services to people living with HIV/AIDS and people at risk for HIV infection. Latino Community Services (LCS) is the only Latino-led organization in the City of Hartford dedicated exclusively to providing comprehensive and coordinated prevention, education, and care services to populations at risk for HIV. As leaders in the HIV/AIDS field all of our programming is built on the goal of identifying the need, analyzing our role in that need, and finally addressing racial and ethnic health disparities that exist in this system of care.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink that reads "Yvette Bello".

Yvette Bello
Executive Director



Mashantucket Pequot Tribal Nation
Tribal Health Department
75 Route 2
P.O. Box 3260
Mashantucket, CT 06338-3260

Tel 860 312 8000
Fax 860 312 4883

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

RE: CMMI Grant

Dear Governor Malloy,

We write to express our commitment to the State of Connecticut's plan for health care innovation. We support the State's application for a State Health Care Innovation Model Design grant because we are committed to reforms and innovations that will improve the health care system so as to advance the health of our Native American patients and all residents in the State of Connecticut.

- We represent many Native Americans who will be eligible for coverage under the ACA and IHCA, and we are looking forward to their future access to affordable care.
- We want to ensure that Native Americans have a voice in the health reform process, and we hope that this initiative will prioritize our input.
- Native Americans and all consumers need to have a better understanding of how health reform affects them, and their choices as a result of new programs and policies.

Mashantucket Pequot Tribal Health Services (THS) has been serving federally-recognized Native Americans at the only tribally-operated Indian Health Services in CT for over 20 years through our P.L. 93-638 contract with the Federal Government. The Mashantucket Pequot Tribal Nation also provides additional funding so that we can serve State of CT-recognized Native Americans. The Native American population has historically been an underserved population throughout our country. Our patients, many of whom are uninsured, are seen in direct primary care here in our clinic located on land abutting the Mashantucket Pequot Reservation. Their direct care also includes pharmaceutical services through the Tribe's Pequot Pharmaceutical Network (PRxN). In addition, THS administers Contract Health Services (CHS) to federally-recognized Native Americans who live in New London County and who have close social or economic ties to the Mashantucket Pequot Tribal Nation. CHS is an integral part of our P.L. 93-638 contract and provides federal funding for referrals to diagnostic, vision, dental, specialty, in-patient and out-patient hospital care for our eligible patients.

When I read the CMMI State Innovation Model Process, it spoke to me because the Mashantucket Pequot Tribal Health Services' vision aligns strongly with the vision outlined in

this document. We are pleased to say that we have already developed into a patient-centered medical home where we provide access to culturally appropriate primary care and integration of care across medical, preventive and behavioral healthcare services, support and programs. We are aware of the unique needs, deeply held values, traditional spirituality and historical trauma of our people.

We agree that this grant may help provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities, and to continue to build a relationship of trust and collaboration with all the Native American Tribes – federally-recognized and state-recognized – that will be necessary in moving forward with this shared vision. With federal support and local collaboration, we stand a much better chance of being able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,



Barbara J. Poirier, Director

Cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesús
Special Advisor to the Governor on Health Reform
Director, Office of Health Reform & Innovation



45 Ash Street
East Hartford, CT 06108

Tel. (860) 838-4379
Fax (860) 289-5405
E-mail matchcoalitionct@gmail.com

September 18, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

We write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As a community organization, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- We represent many consumers who will be eligible for coverage under the ACA, but we are working to make sure that they have access to affordable care.
- We want to ensure that consumers have a voice in the health reform process, and we hope that this initiative will prioritize consumer input.
- Consumers need to have a better understanding of how health reform affects them, and their choices as a result of new programs and policies.

MATCH (Mobilize Against Tobacco for Connecticut's Health), formed in 1995, is the recognized, statewide coalition for anti-tobacco collaboration and policy change in Connecticut. MATCH Coalition, Inc. is a 501 (c) 3 non-profit organization whose mission is to 1) advocate for resources for public health policies to reduce the use of tobacco among children and adults, and 2) to implement and coordinate programs furthering those goals.

The MATCH Coalition and the State of Connecticut have worked together to achieve many goals including:

- Passage of a comprehensive Clean Indoor Air law in 2003
- Increases in tobacco excise taxes to \$0.52 in 2002, and to a total of \$3.40 per pack in 2011
- Restrictions in tobacco product placement and licensing
- Comprehensive tobacco cessation coverage for all Medicaid clients effective January 2012

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

Patricia J. Checko

Patricia J. Checko, Dr. P.H.

MOBILIZE AGAINST TOBACCO FOR CONNECTICUT'S HEALTH



Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

September 20, 2012

Dear Governor Malloy,

The Mohegan Tribe writes to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As a federally recognized Tribe, we are committed to reforms and innovations that will improve the health care system in Connecticut and on our reservation.

We represent many who may be eligible for coverage under the ACA, but we are working to make sure that they have access to affordable care.


- We want to ensure that consumers have a voice in the health reform process, and we hope that this initiative will prioritize consumer input.
- Consumers need to have a better understanding of how health reform affects them, and their choices as a result of new programs and policies.

The Mohegan Tribe is a federally recognized Tribe of nearly two thousand individuals, employing an additional eight thousand people in Connecticut. We have been committed to providing quality healthcare for all of our members and employees. The historical government to government relationship we have enjoyed with Connecticut is a model of cooperation that shows working together creates better outcomes and we are excited about the opportunities that this program may create.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies, Tribes and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,



Bruce "Two Dogs" Bozsum
Chairman

cc: Chuck Bunnell

THE MOHEGAN TRIBE



5 Crow Hill Road • Uncasville, CT 06382 • Telephone (860) 862-6100



September 19, 2012

Michelle Feagins
Grants Management Officer
Office of Acquisition and Grants Management
Centers for Medicare and Medicaid Services
U.S. Department of Health and Human Services
Room 733H-02
Washington, DC 20201

Dear Ms. Feagins:

We write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

As a state agency, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- Connecticut has made, and is in the process of making, many reforms, both as part of the ACA as well as state policies and programs.
- Given the State's fiscal constraints, this federal funding would be crucial to planning additional reforms and innovations.
- This project has the potential to bring entities outside government – especially payers and providers – to the table to collaborate on reform.

The three-fold mission of the Office of the Healthcare Advocate (OHA) is to: assist consumers to make informed decisions when selecting a health plan; assist consumers in resolving problems with their health plans; and identify and advocate on issues, trends and problems that may require executive, regulatory or legislative intervention. OHA is the state's designated health insurance consumer assistance program under the Affordable Care Act. As such, OHA is the front line office for handling issues related to barriers in access to healthcare and healthcare coverage. OHA daily also handles cases of consumers who are directly impacted by increasing healthcare costs. OHA brings the consumer voice to the SIM stakeholder table.

This grant will provide the opportunity for Connecticut to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation.

Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

OHA looks forward to working with you to making positive changes in health care in Connecticut and hopes that the State will be granted this important opportunity for innovation and reform.

Very truly yours,

A handwritten signature in black ink, appearing to read "Victoria L. Veltri". The signature is fluid and cursive, with the first name "Victoria" written in a larger, more prominent script than the last name "Veltri".

Victoria L. Veltri
State Healthcare Advocate



Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

We write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

The Primary Care Coalition of Connecticut (PCCC) is a group of health care professionals from across Connecticut who united to help build and promote a more effective system of primary health care for our state. We believe that primary care must play a central role in a redesigned health care system that meets the needs of the people of Connecticut. We come from diverse backgrounds, including physicians, nurse practitioners, physician assistants, public health workers, community health centers, government health programs, and private medical practices. As a provider organization, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents.

- Many providers in Connecticut have begun to innovate, but need support and coordination from the State
- Primary care must be a focus of delivery system reforms
- State must develop structures for sharing data: electronic medical records, APCD
- State can bring together providers, payers, consumers, and others to consider the cost of care and payment reform
- Health care workforce, especially primary care, must be enlarged through State policies

The PCCC serves as an advocate to the public, as a resource to policy makers in the legislature and payer community, as a clearing house for ideas, and as a focal point for activity to improve our existing primary care base. Since 2009, PCCC has been actively engaged in educating member and affiliate organizations as well as legislators about current issues in health care reform. National experts such as Thomas Bodenheimer, MD have presented their knowledge regarding implementing PCMH or other reforms to PCCC members. In addition, PCCC has tapped local experts and state agencies to present on current changes occurring within the state, such as CT Health Insurance Exchange. In return, PCCC has offered to act as a resource for state agencies and legislators

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

C. Todd Staub MD FACP
Chair, Primary Care Coalition of Connecticut
Chairman, ProHealth Physicians
Vice-Chair, Connecticut Center for Primary Care

For further information please contact:

John Lynch, MPH
VP Research and Government Affairs
(860) 284-5288
jlynch@prohealthmd.com

American College of Physicians
Eric Mazur, MD
Robert McLean, MD
Keith Vom Eigen, MD

Community Health Center, Inc.
Margaret Flinter, APRN

Community Health Center Association of CT
Lori-Anne Russo, MS

Connecticut Academy of Family Physicians
Kathleen Viereg, MD

Connecticut Academy of Pediatrics
Jillian Wood
Barbara Ziogas, MD

Connecticut Academy of Physician Assistants
Michael Thompson
Cindy Lord, PA, MHS

Connecticut Advanced Practice Nurse Society
Penny McEvoy, APRN

Connecticut Area Health Education Center
Bruce Gould, MD

Connecticut Center for Primary Care
John Lynch, MPH
Jonathan Rosen, MD

Connecticut Public Health Association
Joan Segal, MPH

Connecticut State Medical Society
Matthew C. Katz

Connecticut State Medical Society - IPA
Ken Lalime
Ken Sacks, MD

Healthwise Family Care Network
Renee Irvin

Medical Professional Services, Inc.
Douglas Arnold, MBA

Middlesex Family Medicine Residency Program
Emmanuel Kenta-Bibi, MD

National Physicians Alliance, CT Chapter
Stephen Smith, MD

ProHealth Physicians
Jack Reed
C. Todd Staub, MD

Quinnipiac University PA Program
Cindy Lord, PA, MHS

St. Francis HealthCare Partners
Rose Stamilio, RN, MSN
Malcolm Galen, MD
Adam Silverman, MD

**University of Connecticut/St. Francis Family
Medicine Residency Program**
Robert Cushman, MD

Student Representative
Loreene Fournier, MSIV

Individual Members
Christopher Ruser, MD
Sharon Andersson, MD



State of Connecticut
Senator Donald E. Williams, Jr.
President Pro Tempore

September 21, 2012

The Honorable Dannel P. Malloy
Governor
State of Connecticut
State Capitol, Room 202
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

I strongly support the State's application for a State Health Care Innovation Model Design grant. The goal of identifying payment and service delivery innovations and options has been a priority for me, and is, in my view, at the very heart of the next stages of health care reform; these changes are necessary to carry out the great promise of the Affordable Care Act.

While we have made good progress through our state level health reform efforts, it is clear that the next steps will require broad stakeholder participation and funding assistance. I commend you for the commitment of your administration – seen in both the ongoing collaboration of state agencies and in the impressive stakeholder participation in the process to date– to make quality, affordable health care a reality for all Connecticut residents.

As we both know, fiscal constraints remain a barrier to the achievement of our health care reform goals. The federal grant for which you are applying will provide crucial support for our state's efforts to develop the high-value, integrated delivery system reforms that our constituents require and deserve.

I look forward to working with you to make universal access to high quality medical care a reality in Connecticut.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Donald E. Williams, Jr.", written over a large, stylized circular flourish.

Donald E. Williams, Jr.

Cc: Nancy Wyman, Lieutenant Governor, State of Connecticut
Jeannette B. DeJesús, Special Advisor to the Governor on Health Reform
Director, Office of Health Reform & Innovation

UNITEDHEALTH GROUP

185 Asylum Street, UnitedHealthcare Center, Hartford, CT 06103

September 19, 2012

The Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

UnitedHealth Group (UnitedHealthcare and Optum) Letter of Support for Connecticut's Application to the
Center for Medicare and Medicaid Innovation for the State Innovation Model

Dear Governor Malloy,

UnitedHealth Group is committed to modernizing our health system by using innovative solutions to improve quality, and reduce variability and health care costs for all Americans. We have dedicated substantial time and resources to projects that are aimed at achieving these goals. We strongly believe in innovative approaches to coordinate payment and delivery in our health care system. That is why we are pleased to provide this letter of support for the State of Connecticut's application to the Center for Medicare and Medicaid Innovation for its State Innovation Model (CMMI-SIM).

UnitedHealth Group has a strong record of working collaboratively with others across the nation to test and sustain new payment and service delivery models, and to help implement well-designed proposals that have the potential to improve health care quality and lower costs. For example, we already participate in the Comprehensive Primary Care Initiative in appropriate states, and support medical home projects in states, including with the Connecticut State employees and retirees health care plan.

UnitedHealth Group recognizes that many states are applying for the CMMI-SIM. Operating in all 50 states, we have a keen interest in working collaboratively with each state that the Administrator awards CMMI SIM funding to, including the State of Connecticut, should it become a grantee. We believe that by collaborating with Connecticut, we can help its CMMI SIM succeed, and thereby improve individual health, improve quality, and lower costs for the citizens of Connecticut.

Given our commitment to modernizing health care, we are pleased to offer this letter of support to the State of Connecticut's application to become an awardee of the CMMI-SIM.

We thank you for your leadership in this area and look forward to continued collaboration to meet Connecticut's health care challenges and opportunities.

Sincerely,

A handwritten signature in black ink, appearing to read 'SJF', is positioned below the word 'Sincerely,'.

Stephen J. Farrell
Chief Executive Officer
UnitedHealthcare of Connecticut

cc. Lieutenant Governor Nancy Wyman
Jeannette B. DeJesus, Special Advisor to the Governor on Health Reform; Director, Office of Health Reform
& Innovation

September 17, 2012

Honorable Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, Connecticut 06106

Dear Governor Malloy,

We write to express our commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application for a State Health Care Innovation Model Design grant.

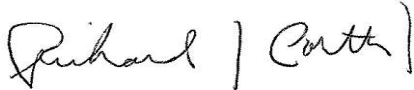
As a community organization, United Way of Connecticut is committed to reforms and innovations that will improve the health care system in Connecticut. In particular, we believe that easier access to preventative health services and early intervention and better access to health insurance and health care and education will lead to improved health outcomes for Connecticut's residents. Further, we want to ensure that consumers have a voice in the health reform process, and we hope that this initiative will prioritize consumer input. And we believe that consumers need to have a better understanding of how health reform affects them, and their choices as a result of new programs and policies. Toward this end, both Richard Porth, UWC's CEO, and Tanya Barrett, UWC's Senior VP for 2-1-1 Health and Human Services have taken active leadership roles in promoting consumer input into health care reform efforts through the state's consumer advisory boards for the Office of Health Reform and Innovation and for the state's Health Insurance Exchange.

United Way of Connecticut is the state association for all fifteen Connecticut United Ways, and as such works to promote real community impact in the United Way movement's three areas of focus: education, income, and HEALTH. Moreover, UWC works directly through its 2-1-1 service with the state government to improve access to health and human services for Connecticut residents. We do this through our 2-1-1 service and through specialized services such as HUSKY Infoline and Child Development Infoline. HUSKY Infoline helps thousands of Connecticut families by providing information on HUSKY, the state's Children's Health Insurance Program and assisting families in obtaining coverage. We also help families enrolled in HUSKY to obtain needed health care services. UWC's Child Development Infoline is the access point for Connecticut's Birth to Three system, the Help me Grow program, and the Children and Youth with Special Health Care Needs program.

This grant will provide the opportunity for the State to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved well-being of all Connecticut residents.

Based on our frontline experience with thousands of Connecticut families in need of health care services, UWC wholeheartedly supports the state's recent efforts to improve health care access and we support the state's application for a State Health Care Innovation Model Design Grant. In the future, United Way of Connecticut is eager to continue its work helping Connecticut residents find and access good health care AND COMMUNITY SUPPORTS leading to improved health outcomes under a new and improved health care system in Connecticut.

Sincerely,



Richard J. Porth
President & CEO

cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesus
Special Advisor to the Governor on Health Reform
Director, Office of Health Reform & Innovation



September 17, 2012

Honorable Dannel P. Malloy, Governor
State of Connecticut
410 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

I write in full support of the Connecticut Office of Health Reform and Innovation proposal for a planning grant under the CMMI State Innovation Model Funding Opportunity.

As a member of the Governor's Health Care Cabinet and co-chair of its Business Plan Work Group, I believe our state is uniquely positioned to create a comprehensive plan for delivery system innovation and payment reform in Connecticut. For the past decade, the Universal Health Care Foundation of Connecticut has helped lay the ground work for health system transformation by funding research, soliciting input from and then mobilizing consumers and key stakeholders to realize a vision of a health system for the 21st century in Connecticut. The results of this collective work include the Governor's Health Care Cabinet, the Connecticut Health Insurance Exchange, the Health Enhancement Program of the State Employee Health Program, and the implementation of the Person-centered Primary Care Medical Home as the cornerstone of Connecticut's Medicaid program. These initiatives and others in health information technology and payment reform can all come together now in the comprehensive plan called for by this funding opportunity.

The vision and goal of this plan will be to improve the health and well-being of the people of our state. This vision requires a sustained focus on prevention, primary care and measuring value by the kinds of health outcomes we obtain per dollar spent, in both the public and private sectors. The foundation's research and economic modeling work has shown how such a focus will yield expanded access to care, improvements in quality of care and controlled costs. These targeted system outcomes, accompanied by a diversified insurance marketplace that provides individual and small business consumers appropriate choice of affordable coverage based on value and not only price, should guide our innovation planning process.

This year, the Foundation adopted a new strategic plan with a continuing commitment to act as a catalyst for transformational change in how health care is delivered and financed.

We believe the State of Connecticut should use its considerable leverage to stimulate delivery system and payment innovation for the benefit of its residents. We stand ready to participate in the planning process for the State Innovation Model, and to assist in any way we can. I sincerely hope CMMI looks favorably upon the request for planning funds and later on an anticipated follow-up request for implementation funds, as Connecticut is ready for the challenge.

Sincerely,

A handwritten signature in black ink, reading "Frances G. Padilla". The signature is fluid and cursive, with a long horizontal stroke at the end.

Frances G. Padilla
President

cc:

Lt. Governor Nancy Wyman

Jeannette B. DeJesús
Special Advisor to the Governor on Health Reform
Director, Office of Health Reform and Innovation



University of Connecticut
School of Pharmacy

September 19, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

We are writing to express our full commitment to the State of Connecticut's plan for health care innovation. We strongly support the State's application to CMS for the State Health Care Innovation Model Design grant.

Over the past 5 years, UConn School of Pharmacy faculty members have been actively involved in several health care initiatives led by the CT Office of Health Reform and the Departments of Social Services and Public Health:

- Health Care Cabinet Health Technology Workgroup (Dr. Marie Smith)
- Sustinet Committees - Health Info Technology (Dr. Marie Smith) and Preventive Healthcare (Professor Tom Buckley)
- CMS Medicaid Transformation Grant (Dr. Marie Smith, Professor Tom Buckley, and Dr. Devra Dang)
- CDC Immunization Grant (Professor Tom Buckley)
- CMS Application for CT Dual Eligibles (Dr. Marie Smith)

We also have several clinical pharmacists/faculty members who provide medication management services for Medicaid beneficiaries at the Burgdorf Clinic, Brownstone Clinic, Institute of Living, and Community Health Center Inc, and UConn Health Center. Our clinical faculty members collaborate with multiple health care clinicians, patients, and their caregivers at these sites and provide medication management services that assure safe, evidence-based, and cost-effective medication use. In addition, we have conducted research that demonstrates the expertise of pharmacists to *identify, resolve, monitor, and coordinate* medication-related problems through better care coordination and collaboration across patients, caregivers/families, and multiple health care professionals and providers.

Based on our previous work with the CT Department of Social Services with the CMS Medicaid Transformation Grant project "***Impact of Pharmacist-provided Medication Therapy Management Services in a Medical Home Model***," we demonstrated that pharmacist-provided medication management services improve patient care quality and contribute to total health care savings in primary care settings.:

An Equal Opportunity Employer

69 North Eagleville Road Unit 3092
Storrs, Connecticut 06269-3092

Telephone: (860) 486-2128
Facsimile: (860) 486-1553

- Medicaid beneficiaries take an average of 15 active medications each day
- 51% of all medication discrepancies were related to discontinued medications by either the patient or the prescriber that required further evaluation by the pharmacist
- 76% of all medication-related problems involved preventable medication errors
- Pharmacists resolved 83% of medication-related problems within 4 face-to-face medication management encounters with patients and their caregivers/family
- Pharmacist-provided medication management services resulted in an estimated annual savings in drug costs (23%) and total health care costs (24%)

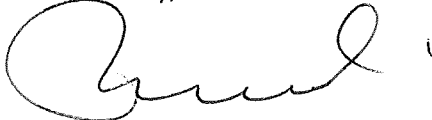
As clinical practitioners and health services researchers, we are committed to reforms and innovations that will improve the health care delivery system in Connecticut, as well as the health of the state's residents:

- Primary care must be a focus of delivery system reforms
- The primary care workforce needs to include pharmacists who provide direct patient care and collaborative medication management services
- The health care workforce must be trained or re-trained to deliver interdisciplinary and community-based health care teams
- The State must develop structures, policies, and procedures for sharing electronic medical records, actionable treatment plans, and all-payer claims data
- The State can convene multiple stakeholders -- payers, providers, consumers, policymakers, state agencies, educators, and researchers -- to consider the cost of care and new models for health care delivery and payment reform

The CMS State Health Care Innovation Model Design grant will provide Connecticut with the opportunity for a multi-stakeholder approach to develop a much needed high-value, integrated plan for delivery system reform and transition. This type of transformational reform requires full stakeholder participation – government, providers, payers, employers, patients, and community members – in all aspects of development and implementation. Connecticut is in the unique position to enhance its existing collaboration between agencies, The University of Connecticut, and community organizations.

We look forward to working with the State and other stakeholders on the planning and development of innovative health care delivery and payment reforms.

Sincerely,



Robert L. McCarthy, PhD
Dean, School of Pharmacy
Vice Provost of Engagement



Marie A. Smith, PharmD
Asst. Dean, Practice and Public Policy Partnerships
Henry Palmer Professor of Community Pharmacy
Practice

cc: Lt. Governor Nancy Wyman
Jeannette B. DeJesús, Special Advisor to the Governor



Randy Wojnarowicz
Market Director, WellCare of Connecticut, Inc.

September 12, 2012

Hon. Dannel P. Malloy
Office of the Governor
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy,

WellCare Health Plans, Inc. is writing to you to express our commitment to partnering with the State of Connecticut to create a comprehensive health care innovation plan. We strongly support the State's application for a Center for Medicare & Medicaid Innovation State Health Care Innovation Model Design grant.

As a Connecticut Medicare payer with a focus on Dually Eligibles and former Medicaid Payer, we are committed to reforms and innovations that will improve the health care system in Connecticut, as well as the health of the state's residents. We are committed to working with the State and other private payers to achieve greater alignment on payment and contracting strategies that reward value over volume and provide improved health system quality and efficiency. WellCare will also designate senior level staff to work with the State's Office of Health Reform & Innovation in the planning process to ensure substantive commitment to service delivery innovation.

WellCare Health Plans, Inc. provides managed care services targeted to government-sponsored health care programs, focusing on Medicaid and Medicare. Headquartered in Tampa, Florida, WellCare offers a variety of health plans for families, children, and the aged, blind, and disabled, as well as prescription drug plans. The company served approximately 2.6 million members nationwide as of June 30, 2012.

As the only payer serving Dually Eligible population in the State come 2013 we see the value in greater alignment on payment and health delivery to move the health system toward high quality and improved outcomes for the for than 11,000 members we serve while reducing costs.

WellCare Health Plans Inc. supports the concept that better alignment and collaboration across all Stake Holders will improve care, reduce cost and improve outcomes. This grant will provide the opportunity for the State of Connecticut to develop a high-value, integrated plan for delivery system reform and transition. Connecticut is in the



Randolph Wojnarowicz
September 12, 2012
Page 2 of 2

unique position to continue and enhance the already existing collaboration of the state agencies and communities. With federal support and local collaboration, we will be able to move from having a vision to actually achieving the improved health and well-being of all Connecticut residents.

We look forward to working with you to making positive changes in health care in Connecticut, and hope that the State will be granted this important opportunity for innovation and reform.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Wojnarowicz".

Randy Wojnarowicz
Market Director
WellCare of Connecticut, Inc.